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**AFGHANISTAN**

# KABUL CITY INITIATIVE (KCI)

## MONTHLY REPORT (NO. 19)

### AUGUST 1 - 31, 2012



Figure 1: A KCI laboratory technician extracting a core sample from the binder course on Balahesar Road.

September 10, 2012

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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# ACRONYMS

AUCC	Afghan Urban Consulting Company
ASI	Adam Smith International
BID	Business Improvement District
CLIN	Contract Line Item Number
CIC	Citizen Information Center
COA	Chart of Accounts
COP	Chief of Party
COR	Contracting Officer's Representative
DG	Director General
FMIS	Financial Management Information System
HQ	Headquarters
ICDL	International Computer Driving License
IDLG	Independent Directorate of Local Governance
KCI	Kabul City Initiative
KM	Kabul Municipality
km	Kilometer
KMO	Kabul Municipal Offices
LTTA	Long Term Technical Assistance
MCITP	Microsoft Certified IT Professional
MMCIP	Municipal Management and Capacity Improvement Plan
MT	Metric Tons
NRC	National Research Council
PMI	Project Management Institute
PMP	Performance Management Plan
RFA	Request for Approval
STA/M	Senior Technical Adviser/Manager
STTA	Short Term Technical Assistance
SOP	Standard Operating Procedure
SOW	Scope of Work

TA	Technical Assistance
USAID	United States Agency for International Development



# PREFACE

The purpose of the Kabul City Initiative (KCI) is to provide technical assistance to the Kabul Municipality (KM) and to create effective, responsive, transparent, and accountable municipal governance in Kabul. KCI's goal is to: (1) increase the capacity of city officials in Kabul; (2) markedly improve the delivery of municipal services to citizens in Kabul; and (3) increase municipal capacity to generate revenue and to account for expenditures and revenue. As a result of KCI, it is anticipated that Kabul's citizens will receive improved services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

Per Task Order EPP-I-05-04-00035-00, Section F.6 page two, this Monthly Report summarizes progress towards accomplishing project benchmarks and provides:

- An update of progress made towards fulfilling project goals;
- Identification of implementation issues including obstacles encountered and possible delays in fulfilling activities included in the work plan and PMP targets;
- KCI's response to these issues and obstacles including any proposed changes to the work plan; and,
- A forecast of next month's activities.

# HIGHLIGHTS

Kabul City Initiative (KCI) efforts in all of its primary areas of action (CLINs) produced marked progress despite the shortened work hours in Afghan government offices during the holy month of Ramadan which ended on August 22<sup>nd</sup>. Notably, KCI in cooperation with Kabul's Mayor and his senior leaders devoted considerable time in August to fine-tuning KCI's Year Three Work Plan that will build on Year Two accomplishments in developing the capacity of municipal officials.

KCI completed the construction of Kabul Municipality's Citizen Information Center (CIC) in August and began training municipal staff on how to interact with the public. This modern, fully computerized facility will function as a "one stop shop" that provides information on city services, forms and other services as well as referrals to the appropriate national ministries or other offices for those services that fall within their areas of responsibility. The CIC will substantially improve the capacity of Kabul Municipality to efficiently deliver services to its public. This "one stop shop" will also make government operations and service delivery more transparent, thereby also serving as an anti-corruption mechanism.

During August, Shir Sultan (the King Lion cartoon character based on the late popular lion at Kabul's zoo) continued to appear on major national TV and radio to impress upon children the importance of proper waste disposal and of helping to green Kabul. During August, KCI also conducted additional public awareness campaigns with participation by Kabul Municipality and district managers by distributing Shir Sultan story and coloring books on proper waste disposal and sanitation to schools and children's groups. The very popular Shir Sultan and spots directed at adults – both of which were created by and sponsored by KCI – contain messages of KM's efforts to improve the lives of its constituency. Similar messages focused on adults are being broadcast on the importance of paying the safay'i tax that supports the delivery of city services.

In late August, a well-known Pashtu poet finished translating the Shir Sultan books into Pashtu (Kabul's Mayor informed KCI that President Karzai was very impressed by the Shir Sultan campaign and asked that the books be available in Pashtu as well as Dari). After a Kabul Municipality official who is also a Pashtu poet reviews these translations, KCI will publish Pashtu language copies for distribution.

The clean and green Kabul program and other public education efforts are part of KCI's multi-faceted program to increase Kabul Municipality's outreach to its public. This effort also includes training in public speaking for senior officials, professional training for the Publications Department on developing press releases, the use of photography and other tools essential for communicating with the general public. KCI is also training and mentoring Kabul Municipality staff on developing materials and maintaining a KM web site and other E-media such as Facebook.

During August, KCI also:

- Conducted the final test for employees participating in the International Computer Driver's License (ICDL) Module two; the results were very good;
- Completed the in classroom sessions of the GIS training for nine KM staff. Currently, the GIS participants are finalizing their practical assignments;

- Conducted safety training for 286 workers of KM Sanitation Department in Districts 2, 6, 7, 9 and 10;
- Started renovation of the KM female washrooms (prior to this, all of the washrooms were unisex which meant that the women were forced to leave KM and walk to another building to use the washroom there);
- Conducted the eighth Women's Business Development Campaign in District 10;
- Installed IT equipment including 10 desktop computers, 10 UPS, nine stabilizers, one color printer and one copier machine in the CIC building;
- Continued broadcasting of Radio/TV spots on cleaning, greening and Safay'i tax;
- Continued media training for KM media staff;
- Completed phase one of nine neighborhood parks;
- Completed the asphaltting of Balahezar road, one of Kabul's most heavily used thoroughfares; and,
- Assisted KM in digitizing 1,900 records (valuation forms) of the Property Department. Developing KM's capacity to maintain its records in computerized databases is crucial for the implementation of modern urban management practices and for increasing transparency and accountability.

# 1.0 ACHIEVEMENTS

## 1.1 CLIN 1: CAPACITY BUILDING OF KABUL CITY OFFICIALS

### **Training**

In August, KCI continued the Future Leaders Program for 50 KM staff while safety training was conducted for 286 workers of the Sanitation Department stationed in Districts 2, 6, 7, 9 and 10. In addition, the second round of the International Computer Driving License (ICDL) for 186 KM staff continued this month with good results from the Module two testing.

The curriculum of the Environmental Protection training was prepared and will be delivered to the staff of the newly established Environmental Protection Department at KM.

KCI initiated on the job training for the newly established KM Training Department staff.

KCI finalized the list of employees who will be attending the driving course and AutoCAD training this month. Also, the subcontract for AutoCAD training was signed in August.

### **Policies and Procedures**

During August, KCI provided research and analysis to KM on proposed revenue sources for the Kabul Municipality. These include: revenue sharing, rent, street parking, expanded business licensing, hotel occupancy charges, bottle recycling fees, street signs advertising, land use lease arrangements, business improvement districts, developers' betterment fees, hazardous waste fees, inter-governmental transfers, and taxi and minibus operating fees.

### **Public Outreach**

In August, KCI started Radio Production training for 10 KM Publications Department staff. The course is a combination of theoretical and practical sessions to teach the trainees how to work with studio equipment and produce radio packages.

KCI continued the broadcasting of educational Radio and TV spots and dramas on greening, cleaning, Safay'i tax and business licensing. These spots have been broadcasted on some of the most popular country-wide stations including TOLO TV, 1 TV, as well as City FM, Radio Kilid, Arman FM and Radio Salam Watandar.

KCI continued and completed the Public Education Campaign on cleaning and greening for adult audiences in District 7 during the holy month of Ramadan. Wakil Gozars (district community representatives) helped KCI distribute educational brochures on cleaning, greening and composting at 32 Mosques. More than 3,200 people benefited directly from this program.

In August, the news page of the KM Website was updated with news stories. The KM staff that were recently trained in web content management started working with KCI to maintain the website. The main challenge with website maintenance is that the Ministry of Information Technology is unable to provide timely technical support.

### **Media Events:**

Launched the eighth Women's Business Development Campaign to provide publicity and other support to existing women-owned and women-operated businesses and to foster the

development of new ones. These campaigns, conducted in cooperation with the Women's Council also provided business women with opportunities to speak directly with the Deputy Mayor and other senior municipal leaders.

## **Gender and Youth**

Women Engineers/Professionals training and Women Leadership courses continued during August.

A technical evaluation and negotiation meeting was held with the selected contractor for renovation of the KM female washrooms (actually these will be the first washrooms specifically dedicated to women at the KM).

A second site visit was conducted to assess the recently proposed location for the Youth Center in District 8, as the second location identified was supposed to be a parking lot according to the Kabul City Master Plan. KCI will continue to meet with KM senior leadership to try to find a suitable location for the Youth Center, which will benefit both men and women.

KCI, in cooperation with the Women's Council and the district manager conducted the eighth Women's Business Development Campaign in District 10. This campaign lasted for two days during which businesswomen showcased their handcrafts including traditional dresses, jewelries, carpets, homemade pickles, and cosmetics.

KCI conducted a town hall with women in Districts 6 and 7 on women's access to city services; specifically, how they can participate in the design of public parks currently being planned by KM and KCI.

In August, KCI started working with the Women's Council on their annual report, A draft should be completed in September.

## **ICT**

In August, KCI purchased and installed 10 desktop computers, 10 UPS, nine stabilizers, one color printer and one copier machine in the CIC building.

In addition, the new KCI ICT Director monitored the KM ICT Department's performance and visited the training centers to evaluate the progress of the ICDL training course.

## **1.2 CLIN 2: SUPPORT TO PROVIDE SERVICE DELIVERY PROGRAMS**

### **Sanitation Services**

KCI continues to assist the KM Sanitation Department in the production of compost at the Gazak Landfill. To date 1,225 metric tons (MT) of compost have been produced with approximately 757 MT delivered to the Kabul Municipality's Greenery Department to be used in various parks and green open spaces. The remaining 468 MT will be stored at Gazak Landfill for KM's future use.

KCI continued work in District 2 to inventory and assign numbers to the existing dumpsters. In addition, all open dumpsites and other proposed locations for dumpsters will



Figure 2: Roadside ditch cleaning in District 2.

be prepared by placing concrete pads and new dumpsters which will be numbered too. The next step will be to prepare a routing plan for all dumpsters; this will be made with the consensus of the District 2 sanitation team. Installation of these pads is in progress in District 2 with half of them having been transported to the pre-determined sites and installed. All the installed pads were field verified by a sanitation engineer, added to a GIS map and plotted for KM's Sanitation Department.

KCI rented an excavator with a backhoe (KM provided the fuel for the backhoe) in District 2 for mass trash collection from roadside ditches. The backhoe was engaged for cleaning roadside ditches and loading slush material from the ditches into small dump trucks to be transported and dumped in dumpsites. Ditch cleaning in District 2 was completed in August.

## **Parks and Greenery**

KCI continued construction of ten neighborhood parks. During August KCI completed phase one construction of Arzan Qimat Park, Block 11 in District 12; phase II construction of vertical structures (canteen, guard room and toilets) in Arzan Qimat Park Block 4 Park in District 12; and construction of toilets in Sayed Al Nasiri Park in District 11, Bibi Sarwari Sangari in District 11, and Karte Mamurin Park in District 3. Listed below is the current status of all phase one construction activities in the ten parks KCI is currently constructing.



Figure 3: Construction of canteen in Arzan Qimat Park at Block 4 was completed in District 12

1. Arzan Qimat Block 4 Park in District 12 is 100% complete.
2. Arzan Qimat Block 11 Park in District 12 is 100% complete.
3. Macrorayon Awal Park in District 16 is 100% complete.
4. Taimani Phase 1 in District 4 is 100% complete.
5. Sayed Al Nasiri in District 11 is 100% complete.
6. Bibi Sarwari Sangari in District 11 is 100% complete.
7. Karte Mamurin Park in District 3 is 100% complete.
8. Shirino Park in District 2 is 100% complete.
9. Shahr Ara Park in District 4 is 100% complete, and
10. Dehbori Park in District 3 is 98% complete.

Remaining work includes landscaping, construction of canteens, guard rooms, and minor repairs in some of these parks. Once the parks are 100 percent complete KCI will hand them over to the Kabul Municipality.

KCI began the process of surveying, preparing Scopes of Work (SOW) and drafting the design documents for 10 new neighborhood parks for Year Three of the project.

## **Kabul City Streets**

The streets component of the KCI project continued to implement small scale upgrades to help alleviate the problems with roads in Kabul. During the month of August KCI completed the emergency road repair initiative in cooperation with USFOR-A and Kabul Municipality. This emergency road repair initiative included graveling and asphalt patching for 15 km of streets in Kabul.



The Balahesar road contractor completed the asphaltting portion of their subcontract this month with the laying of the wearing surface on this road. Additional work to be completed by the subcontractor in September includes the installation of curb stones along the roadside and drainage area and road stripping.

During this reporting period KCI continued road work on 10.23 km of road in District 5. The subcontractor is currently working on the subgrade preparation, dumping of sub-base layer and backfilling of side drains.

KCI graveled and repaired six km of the Deh Khudaydad to Khursan Township Road in District 16 as part of the emergency road repair project. The work began in July and was completed in August. This was part of the emergency road repair project undertaken jointly by KCI and USFOR-A.

KCI continued the development of sidewalk projects during August. All of these projects have been small;

however, they have been quite beneficial, creating safe walkways for thousands of pedestrians to walk on daily.

KCI has strategically focused on renovating or constructing new sidewalks near schools where frequent accidents involving children have occurred. These small scale sidewalk projects have a high rate of return considering their low cost and potential for saving lives. KCI has designated locations for 10 km of sidewalks around the city for the Year Three.

1500m sidewalk project has been approved for Taimani Main Road in District Four. This sidewalk runs from Jamat Khana Square towards the Airport road. The subcontractor has been selected for this project and construction will start shortly.



Figure 4: KCI laid the wearing surface course on Balahesar Road in District 1.



Figure 5: The laying of sub-base layer on the 10.23 km of road in District 5.



Figure 6: KCI completed the grading /graveling of six km road from Deh Khudaydad to Khursan Road in district 16.

### **1.3 CLIN 3: INCREASE REVENUE COLLECTION AND IMPROVE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY**

#### **Revenue Collection**

Review of the Safay'i Charge Regulation from the year 2000 continued in August. This is a work in progress; KCI proposes that a new Property Tax Law at the national level replace the regulation.

In August, KCI visited five districts: Districts 14, 18, 19, 20 and 22. These, along with District 21 which was visited in July, are KM's six least secure districts. The purpose of these visits was to understand the reasons for the low levels of revenue contributed by these six districts compared to their population size. This is essential to improve the quality of revenue

analysis, revenue forecasts and revenue action plans. The remaining districts which will be visited in September are Districts 6, 8, 9 and 13.

Findings of the field visits suggest that the jurisdictional status of these six city districts are disputed by sub-provincial districts: Paghman in the case of District 14 (in the north west), Deh Sabz in the case of Districts 18 and 19 (both in the north east), Char Asia in the case of District 20 (in the south), Bagrami in the case of District 21 (in the south east) and District 22 (in the east). It is anticipated that these disputes concerning competencies will be resolved within the year. For the time being, the stand-off results in lack of support from the police, who are inclined to support the sub-provincial district instead of the municipal district. In Districts 18, 19 and 20, the district office closes early in the afternoon (around 13.00 or 14.00 hrs.) due to staff security concerns.

In August, the KCI revenue team delivered a training session on municipal revenue as part of the Future Leaders Program. The training covered issues such as legal matters, taxes, fees, municipality fund, promoting voluntary compliance and transparency.

Translation of the KM Revenue Report 1390 [21 March 2011 – 19 March 2012] is almost completed and this important analytical report will be handed over to KM in September.

### **Accounting, Budgeting, and Financial Management**

KCI continued to support the KM finance, accounting and budgeting staff engaged in developing the FMIS database, Chart of Accounts and budget issues during the reporting period.

The KCI financial management team organized a meeting with KCI subcontractor, Glory Consultants and the KM IT Manager to finalize handover of FMIS to the KM IT Department that will be responsible for running the system. Glory Consultants will provide special preliminary training and will provide KM support to deal with technical challenges for another year.

KM's Budget Department has experienced technical problems in using the FMIS. KCI believes the solution is to repeat the training course on FMIS. KCI will deliver this training in September and October.

On the job training for the KM Finance/Accounting Team was conducted to build the employees' capacity to modify/extract reports into and from Excel and other formats from the FMIS database to meet the financial reporting requirements of KM senior management and the Internal Audit Department. It is important that the Internal Audit Department be able to utilize these reports for its audit activities.

Expenditure allotments for the second quarter of the year 1391 (March 2012 – June 2012) have been uploaded into the FMIS database with KCI support.

During August, KCI continued developing a training course and materials for the ten-day Internal Audit Training as well as for a three-day procurement course. These courses are scheduled to be conducted in September.

### **Improvement of Property Tax Registration**

This month KCI visited Districts 1, 2, 3, 5, 8, 12, 14, 18, 19, 21 and 22 to provide coaching sessions in the digitization of records. KCI reinstalled the scanner at the property department



in District 2; KCI IT staff will reinstall the Windows program and replace the UPS there. In District 3, a new staff member received digitization training.

In District 14 the scanner at the revenue department has to be installed and the flash disc with the database was handed over so that the district staff can start to digitize directly.

In Districts 18 and 19 there is no power; therefore, it was agreed that KCI will digitize valuation forms and Safay'i book records at the KM's central offices.

The District 8 Manager complained that he has few staff in the Property and Revenue Departments for digitization. His priority was to reach the target of 45 million Afs in revenue. Some 300 records of Safay'i books were digitized by this district office.

During this month, the Municipal Property Specialist digitized 1,900 records (valuation forms) from the Property Department. Up to date 23,853 records have been digitized. This is a major step towards meeting USAID goals for the digitization of municipal records.

## 2.0 ISSUES, OBSTACLES, AND RESOLUTIONS

- KCI filled the Municipal Budget Specialist position has during this month. This vacancy had affected KCI's support for the KM Budget Department and FMIS.
- To date the Revenue and Finance Working Group meetings have not taken place. These meetings are essential to enhance internal communication between key administrative departments. The lack of internal communication causes problems in the execution of tasks. KCI concerns were expressed to the Deputy Mayor for Finance and Administration.
- KCI received criticism about the FMIS system. An internal evaluation of the key users showed that they were not satisfied. They complained that the training was too short. The agreed upon solution is to retrain the key users and to put more effort into supporting them after they have taken the course.
- Revenue collection by KM is hampered by many factors, including 1) disputes over the competency of the six low-security districts vis-à-vis four sub-provincial districts and a lack of police support; 2) inadequate transport facilities; and, 4) potential corruption.
- The lack of a cooperative arrangement and appropriate channels of communication between Kabul Municipality and the Traffic Police who are commanded at the national level hinders the development of a Kabul city traffic plan. This lack of coordination also complicates the construction or resurfacing of roads as police cooperation is needed for effective management of traffic when road work is under way. U.S. Department of Transportation representatives at the U.S. Embassy, the Senior Advisor to the Traffic Police and KCI are working with Afghan officials to start a planning dialogue to address the need for cooperation to alleviate Kabul's traffic problems.

## 3.0 ACTIVITY FORECAST

Activities planned for the month of September 2012 are:

1. Complete the second round of ICDL and Future Leaders Program;
2. Continue safety training for 2,000 workers from several KM Departments;
3. Start CIC training;
4. Begin AutoCAD training;
5. Start and complete the Contract and Procurement training;
6. Begin the English Language course;
7. Finalize the data entry into the training database;
8. Work on KM's ICT infrastructure upgrades;
9. Install and configure the CISCO Router at KM;
10. Install and configure the two CISCO Switches at KM;
11. Renovate two female washrooms at KM;
12. Conduct two Women's Business Development Campaigns;
13. Complete two training programs for KM female staff;
14. Conduct three town hall sessions with youth and women on the design of the new parks for the Year Three of the project;
15. Hold the KM women's general meeting;
16. Finalize the Women's Council annual report;
17. Find a location for the Youth Center which will be renovated in Year Three;
18. Continue the Public Education Campaign on cleaning and greening for children and youth;
19. Continue broadcasting radio/TV spots;
20. Continue Media training for KM staff;
21. Conduct media events for KM/KCI initiatives;
22. Complete phase one work of Dehbori Park in District 3;
23. Start phase two of the refurbishment of the park in Arzan Qimat Block 11;
24. Start renovation and electrical upgrading of the Street Maintenance facility;
25. Start renovation and electrical upgrading of the Kabul Youth Gymnasium;
26. Complete construction and installation of 300 concrete pads for waste dumpsters in District 2;
27. Complete the Balahesar road project;
28. Continue with upgrading of 10.23 km of roads in District 5;
29. Start work on the 1500 linear meters of sidewalks in District 4;
30. Start work on additional upgrades to the CIC as proposed by the Mayor;
31. Complete phase two work of Shirino Park;
32. Complete phase two work of Shahrara Park;
33. Complete design documents, and scopes of work for proposed sidewalks in Districts 1, 3 and 8;
34. Continue surveying additional parks proposed by KM for improvement;
35. Continue the revision of the Chart of Accounts;
36. Conduct a three-day procurement course;
37. Conduct a ten-day internal audit course;
38. Support the Revenue and Financial Management (FMIS) session of the Future Leaders Program;
39. Continue supporting the FMIS key users;

40. Continue supporting the KM Budget team and KM budget managers with respect to the internal budget preparation process;
41. Focus on digitization of records (valuation forms, property documents and Safay'i books) to reach the target of 30,000 digitized records;
42. Continue visits to the districts for coaching and troubleshooting;
43. Complete and handover the Dari translation of the KM Revenue Report 1390 (March 2011-March 2012);
44. Complete review of the Safay'i Charge Regulation; and,
45. Visit all districts, if needed to diagnose obstacles in revenue collection.

## ANNEX 1: LIST OF COMPLETED SUBPROJECTS IN THE MONTH OF AUGUST 2012:

S/N	Name of project	Location	Type of project		Quarter of Completion
1	Deh Khudaidad Road	Districts 16	Streets	13 - Aug - 2012	Quarter 4/Y2
2	Arzan Qimat Park (4) Vertical Structures	District 12	Greenery	12 - Aug - 2012	Quarter 4/Y2
3	Citizen Information Centre (CIC)	District 99	Renovation	1 - Aug - 2012	Quarter 4/Y2
4	Ditch Cleaning	District 2	Sanitation	29 - Aug - 2012	Quarter 4/Y2

## ANNEX 2: LIST OF SERVICE DELIVERY AND INFRASTRUCTURE PROJECTS IN PROGRESS, AS OF AUGUST 2012

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Shirino Park/ Rehab Neighborhood	District 2	Greenery	99%	Services Delivery	In Progress
2	Arzan Qimat Park-Block 4 (Park)	District 12	Greenery	99%	Services Delivery	In Progress
3	Shahr Ara Neighborhood Park	District 4	Greenery	99%	Services Delivery	In Progress
4	Taimani Neighborhood Park	District 4	Greenery	99%	Services Delivery	In Progress
5	Dehboori Park	District 3	Greenery	99%	Services Delivery	In Progress
6	Karte Mamorin Park	District 3	Greenery	99%	Services Delivery	In Progress
7	BB Sarwari Sangari Park	District 11	Greenery	99%	Services Delivery	In Progress

8	Macroryan Park	District 16	Greenery	99%	Services Delivery	In Progress
9	Canteen Construction in Shahrara Park	District 4	Greenery	35%	Services Delivery	In Progress
10	Guard room Construction in Shirino Park	District 2	Greenery	35%	Services Delivery	In Progress
11	Canteen Construction in Shirino Park	District 2	Greenery	35%	Services Delivery	In Progress
12	Transfer Station Design/Engineering Contract	District 99	Sanitation	100%	Services Delivery	In Progress
13	Composting project in Gazak Land Fill	District 99	Sanitation	94%	Services Delivery	In Progress
14	Soil Materials Testing (Balahesar Road)	District 99	Streets	100%	Services Delivery	In Progress
15	KM Road Paving Project Balahesar	District 1	Streets	55%	Services Delivery	In Progress
16	Soil Material Testing D-5 Streets	Districts 5	Streets	80%	Services Delivery	In Progress
17	10.23 KM Roads Paving Project	District 5	Streets	90%	Services Delivery	In Progress
18	Qala-e-Sultan Jan Road Gravelling	District 13	Streets	98%	Service Delivery	On Hold
19	300 Concrete Pads	District 2	Sanitation	62%	Service Delivery	In Progress
20	Construction of Arzan Qimat Block 11 Park	District 12	Greenery	99%	Services Delivery	In Progress
21	Dumpsters Numbering and Routing	District 2	Sanitation	100%	Service Delivery	In Progress

### ANNEX 3: LIST OF PROJECTED PROJECTS AS OF AUGUST, 2012:

No	Name of project	Location	Department	Percentage Completed/ Construction	CLIN	Progress
1	Wheels for dumpsters (8 inches)	District 99	Sanitation	31%	Service Delivery	In design phase
2	Renovation of Street Department Garage and Appurtenant Offices	District 8	Renovation		Service Delivery	In design phase
3	Electrical Upgrading of Street Department Garage and Appurtenant Offices	District 8	Renovation		Service Delivery	Work to begin shortly
4	Electrical Extension in Karte Mamorin, BB Sangari, Sayedul Nasiri and Macroryan Park	Districts 3, 11 and 16	Construction		Service Delivery	In design phase
5	Solar electrical design for all other KCI Parks	Districts 3, 4, 59, 11 and 16	Construction		Service Delivery	In design phase
6	Electrical upgrading of Kabul Youth Gymnasium	District 8	Construction		Service Delivery	Out to bid
7	Renovation of Kabul Youth Gymnasium	District 8	Construction		Service Delivery	In design phase
8	Sarai Herati Sidewalk	District 5	Streets	0%	Service Delivery	In design phase
9	Taimani Sidewalks	District 4	Streets		Service Delivery	In design phase

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